SAN FRANCISCO AIDS FOUNDATION

SFAF

2030 STRATEGIC PLAN SUMMARY

"SFAF's Strategic Plan 2030 is our roadmap and framework for building the organization our communities will need for the future. It reflects who we are as an organization, where we are headed, and how we intend to get there. Grounded in health justice and racial justice, this plan challenges us to deepen our impact, strengthen our organization, and ensure the long-term sustainability of our mission so that we can continue serving our communities for decades to come."

Tyler a. Tyler

Dr. Tyler TerMeer, Chief Executive Officer



Learn more at sfaf.org/plan2026

San Francisco AIDS Foundation (SFAF) was founded in 1982 as a direct community response to the AIDS epidemic and has grown into one of the most highly respected HIV service organization in the United States. For more than four decades, we have partnered with communities to advance public health, challenge stigma, advocate for equity, and improve the lives of people living with and at risk for HIV.

Our Vision

San Francisco AIDS Foundation envisions a future where health justice is achieved for all people living with or at risk for HIV. Ultimately, we strive for a day when: race is not a barrier to health and wellness; substance use is not stigmatized; HIV status does not determine quality of life; and HIV transmission is eliminated.

Our Mission

San Francisco AIDS Foundation promotes health, wellness, and social justice for communities most at risk for HIV, through sexual health and substance use services, advocacy, and community partnerships.

Our Values



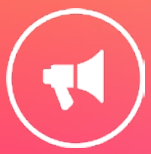
JUSTICE: We center diversity, equity, and inclusion of communities most impacted by HIV and health-related inequities in our programs and across all levels of the organization. We are committed to recognizing, disrupting, and addressing oppression within our workplace culture, organizational practices, and the broader healthcare systems in which we work.



DIGNITY: We recognize that all people have dignity and have the right to be respected; no one's identities or personal choices should be judged. We work to destigmatize sex, sexuality, gender identity and expression, substance use, age and disability. We believe that all people deserve access to high-quality care and services, regardless of race/ethnicity or immigration status. We believe in autonomy for all bodies. We encourage everyone to define their own needs and make their own choices, and we support them to build self-efficacy.



COURAGE: We are bold and brave in advocating for innovative, evidence informed ideas that advance our mission, even when they challenge conventional thinking. We embrace a culture of learning, understanding that our experiences—both successes and failures—make us stronger. Because our work is demanding, we prioritize collective care and resilience so we can sustain our impact over the long term.



LEADERSHIP: We advance public health best practices and contribute to the latest science in the field of public health. We work tirelessly to influence laws and policies that inhibit the health and wellness of communities impacted by HIV and related health inequities. We lead with humility, collaborating, and sharing ideas to both learn from others and support their growth.



EXCELLENCE: We provide outstanding support for staff and the highest quality services to clients through integrated service models, continuous evaluation and improvement of programs, strategic community partnerships, responsible stewardship of resources, and regular examination and enhancement of workplace culture and capacity. We step forward where we are most needed and cultivate strong teams to advance the health and wellness of the communities we serve.

Built By Us, For Us

SFAF committed to creating a plan that was grounded in the expertise of our staff, informed by our communities, and shaped by the voices of those closest to our work. We believe the people who live our mission every day are best positioned to help define where it goes next. Shared ownership was not simply a goal of the planning process—it is essential to the successful implementation of this strategy.

Strategic Framework



We design and deliver programs and strengthen partnerships to reach populations with the greatest HIV-related disparities, guided by the most recent epidemiologic data and community-informed insights, while advancing best practices through research, education, and leadership.

GOAL 1.1 Deliver high-quality, client-centered services that reduce barriers and improve health and wellness outcomes for all populations, with special emphasis on those who have been historically underserved and face the greatest barriers to care.

GOAL 1.2 Develop and strengthen mission-aligned strategic partnerships to expand reach, address service gaps, and ensure coordinated, community-centered impact.

GOAL 1.3 Advance best practices in HIV and public health by leading and sharing research, public education, and thought leadership.

We build and align strong systems, teams, and practices that enable high-quality, effective, equitable, and responsive work, grounded in accountability, equity, and continuous improvement.

GOAL 2.1 Strengthen workforce capacity and ability by investing in staff development and aligning staffing, systems, and workflows to support high-quality, equitable, and sustainable service delivery across all sites.

GOAL 2.2 Design and implement innovative, responsive, and impactful service delivery models that strengthen coordination, operational effectiveness, service quality, and organizational impact.

GOAL 2.3 Build and sustain a values-aligned culture that fosters belonging, collaboration and accountability across the organization.

We steward and strengthen our resources, relationships, and infrastructure to ensure long-term stability, resilience, and sustainability.

GOAL 3.1 Strengthen financial stability by diversifying revenue streams, reducing reliance on any single funding source, and maximizing the efficiency and impact of organizational resources.

GOAL 3.2 Develop and expand strategic revenue and partnership opportunities to support sustainable program growth and innovation.

GOAL 3.3 Advance policy and advocacy efforts that increase access to resources, reduce barriers, and support sustainability of services, grounded in equity and public health evidence.

GOAL 3.4 Leverage strategic marketing and communications to amplify our impact, strengthen public trust, shape understanding of our mission and values, and inspire deeper engagement and investment from supporters and partners.

Commitment to Health and Racial Justice

SFAF remains committed to centering health justice and racial justice in our work through adoption of an equity centered approach as a cross-cutting strategy throughout this plan.

Health justice is the attainment of health equity, actualized when structural factors no longer determine health outcomes. It requires dismantling the systems that have historically determined whose health is protected, whose voices are heard, and whose lives are valued. Health justice is reached when all people possess the economic, social and political power and resources to make decisions about their bodies and health—regardless of identities and experiences.

Racial Justice is the development and reinforcement of policies, practices, attitudes and actions that produce equitable power, access, opportunities, treatment, impacts and outcomes for all, regardless of race and ethnicity. San Francisco AIDS Foundation is committed to continued transformation in how we partner with communities of color, including clients, staff, and board members.

Equity is not a standalone initiative or program. It is the lens through which we make decisions, build partnerships, allocate resources, evaluate our impact, and ultimately measure our success as an organization.

Brand Identity Update

Over the past several years, San Francisco AIDS Foundation has undertaken a deliberate and thoughtful evaluation of its brand. As our organization has evolved, so too has the breadth of our work and the communities we serve. Our Strategic Plan calls on us to deepen our impact, expand access, and ensure more people see themselves reflected in SFAF and the services we provide. Our brand update reflects and reinforces those same ambitions.

For more than forty years, the San Francisco AIDS Foundation name has represented leadership, trust, advocacy, and an unwavering commitment to people living with and affected by HIV. That legacy is one of our greatest strengths. At the same time, our organization has grown far beyond what our name alone communicates. Today, our work includes sexual health, behavioral health, overdose prevention, harm reduction, aging services, policy advocacy, and community partnerships that improve health outcomes across many communities.

We also recognize that for some people—particularly those seeking services beyond HIV care—the word “AIDS” can carry stigma or create uncertainty about whether our services are meant for them. Reducing unnecessary barriers to care is itself an act of health justice.

The solution was both pragmatic and strategic: rather than pursue a costly and disruptive name change, SFAF adopted a network brand architecture that brings our programs together under one connected identity—a model in which “SFAF” serves as the unifying umbrella for the organization’s connected network of programs, services, and events. This approach preserves the legacy and equity of the San Francisco AIDS Foundation name while giving individual programs the flexibility to represent themselves in ways that best serve their communities.